GOVERNMENT OF ANDHRA PRADESH
ABSTRACT

I.A.S. – Assistant Collectors – Training Manual for Officer Trainees (for IAS and PDCs)- Orders – Issued.

GENERAL ADMINISTRATION (SC.A) DEPARTMENT
****

G.O. Ms. No. 134 dated 08 -11-2022

Read the following:-

1) G.O. Ms. No. 69, General Administration (SC.A) Department, dated 07.05.2018.
2) From the Director, LBSNAA, Mussoorie, Letter No. T-13012(33)/1/2022-TRGIND, dated 11.08.2022.
3) Letter No. GAD01-PERS0/IAS/73/2022-SC.A, General Administration (SC.A) Department, dated 29.08.2022.
4) From the Director General, A.P. Human Resources Development Institute, Bapatla, Letter dated nil.
5) Govt. Letter No. GAD01-PERS/IAS/73/2022-SC.A, General Administration (SC.A) Department, dated 30.08.2022.

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ORDER:

In the G.O. read above orders have been issued on Revised Schedule of Practical Training intended for the IAS Probationers to undergo in the State.

The Government hereby direct that the Training Manual for Officer Trainees (IAS and PDCs) shall be as shown in the Annexure to this order.

The Chief Commissioner of Land Administration, A.P. and the Director General, A.P. Human Resources Development Institute shall take further action accordingly.

(BY ORDER AND IN THE NAME OF THE GOVERNOR OF ANDHRA PRADESH)

DR. SAMEER SHARMA
CHIEF SECRETARY TO GOVERNMENT

To
The Director General, A.P. Human Resources Development Institute, Bapatla.
The Chief Commissioner of Land Administration, A.P., Vijayawada.
All the Collectors & District Magistrate of the State.
The Revenue Department.

Copy to:
All the Secretaries to Government of the Departments of Secretariat.
All the Heads of Departments of the State.
The Director General of Police, A.P., Mangalagiri.
The Principal Chief Conservator of Forests (HoFF), A.P, Guntur.
All the Collectors & District Magistrate of the State.
The Accountant General, A.P., Vijayawada.
The Special Chief Secretary / Secretaries / Additional Secretary / Joint Secretary to Chief Minister.
The P.S. to Chief Secretary to Government.
The P.S. to Principal Secretary to Government (Political).
SF

//FORWARDED: BY ORDER//

B.R Amalan
SECTION OFFICER (SC)

6587224/2022/AS-PERS-GAD01

ANDHRA PRADESH - A TRAINING MANUAL FOR OFFICER TRAINEES (IAS and PDCs)

General Administration Department
2022

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1. INTRODUCTION

AP Training: Why do we train you the way we do?

As an administrative service officer, you are what you learn and practice throughout your career. For any administrator, the goal of this constant learning and practice should be to develop and acquire competencies, listed out in Annexure 1. You become an expert administrator only when these competencies become habits. Not only do these competencies make you an expert administrator, but also a better family person, parent and a better human being.

In order to make you start on this journey towards excellence we have developed a three-part training programme based on the contours given by the LBSNAA.

Part I

During the first part we make you learn laws, rules, regulations, procedures, etc. The objective is not to memorize these, but to learn how to apply them in real-life situations and decide in context-free environments. Having accomplished this, you become a novice administrator.

Part II

Next, we make you experience real-life situations, first by taking you on a *darshan* of Andhra Pradesh, followed by district training. You learn to apply these context-free laws, rules, regulations, procedures, etc. to particular situations. This starts your progress to an advanced beginner, from a novice administrator. The difference is that as novice you learnt what are the rules and their uniform application across all situations. In contrast, as an advanced beginner you understand how to apply rules to particular and different situations.

By the end of Part 2 you are expected to know what are the laws, rules, regulations, procedures, etc. as well as know how to apply these uniformly (context-free) as well as in particular situations during decision-making.

Once you become sub-collectors you would be deciding in live, real-time situations. Your path to becoming competent administrators starts here. Competent administrators possess the skills to plan, monitor and pursue activities, marshal resources to make these activities happen, change plans based on feedback received from regular feedback and do not let go upto the point the goal is completely achieved. Most important, they gain great satisfaction during the process while pursuing goals and develop an emotional involvement in successful outcomes. The process and outcomes leave behind vivid lived experiences and this experiential learning will give you an edge over all other services.

Do remember that learning is a life-long endeavor of learning, and as Peter Drucker said, *"the illiterate of the 21st Century will not be the people who cannot read and write, but those who*

cannot learn, unlearn and relearn".

One way of measuring the constant learning is by doing a self-assessment of the number of competencies (Annexure 1) you have acquired during your career.

Part III

In the last three weeks of Secretariat training, we give you a preliminary exposure to State-level administrative decision-making, procedures and practices- both formal and informal. This will show you how to get things done at the State-level in order to deliver on outcomes - a key skill of competent administrators, particularly Collectors.

1.1 TRAINING COMPONENTS WITH TIMELINES

S.NO.	Training	Outcomes of The Training	No. of days/weeks
	Joining time after completing training at LBSNAA		13 Days
	Reporting to their Respective Districts		1 Week
1	Induction Training at AP HRDI	• Familiarization with the administrative structure of the state and the district • In-depth understanding of local laws and their historical context – state revenue code in particular • Understanding of the form and nature of state government's key interests and priorities - state schemes/flagship programs and projects/ key state policies	5 weeks
2	AP Darshan	• Understanding state geography, history, culture, socio-economic practices via state darshan	2 Weeks
District Training Plan			
3	Collectorate Attachment	• District Magistrate – key coordination functions/actors • Program management • Financial management	2 Weeks
4	Attachment with Municipal Corporation	• Urban infrastructure and services • Urban finance and reform process	2 weeks
5	Attachment with PWD/PIU, PHED, Housing Board/ Electricity Distribution Company, Water Resources/Irrigation	• Contract planning, design and finance • Contract management and monitoring tools	1 week

S.NO.	Training	Outcomes of The Training	No. of days/weeks
6	Attachment with Zilla & Gram Panchayats, Planning & Statistics, Aspirational Districts, Janpad Panchayat/ BDO	• Zilla Panchayat • District Planning and Statistics, Aspirational districts • Understanding program implementation at Janpad Panchayat/ Block • Understanding village administration - the Gram Panchayat	3 Weeks
7	Attachment with Flagship Schemes related Department	• Flagship beneficiary-oriented schemes of State and Union Government	1 Week
8	Attachment with Medical Department	• Public Health – Sabka Swasthya • Nutrition – POSHAN • Education – NIPUN Bharat • Agriculture and allied sectors - KISAN SAMMAN • The Skills ecosystem – Skill India • ODOP – Local to Global	5 Weeks
9	Attachment with District E Governance	• Social Inclusion - Sabka Vikas • Financial Inclusion – Jandhan se Jan Suraksha • Good governance – Maximum governance, minimum government • Ease of living- reducing the compliance burden	3 Weeks
10	Attachment with Police, District Forest officer, Tribal Welfare, District Judge, Land & Survey Management, Revenue Departments	• Law and Order • Forest management and community participation • Understanding the judicial process • Land Management • Microcosm of district administration	8 Weeks
11	Independent Charge	• CEO, Janpad Panchayat /Block Development Officer (4 Weeks Independent Charge) • Chief Municipal Officer (4 Weeks) • Tehsildar (4 Weeks) • SDM/SDO (6 Weeks)	18 Weeks

S.NO.	Training	Outcomes of The Training	No. of days/weeks
12	Attachment with GAD, State ATI, Courts, Audit Departments	Governance at the state level, policing the state, understanding interfaces	3 Weeks
TOTAL DURATION			53 Weeks

1.2 COMPONENT WISE SCORES FOR ASSESMENT

S.No.	Component	Marks
1	Tests Conducted in Induction Training at APHRDI	100
2	AP Darshan	150
3	Assignments/Journals	1100
4	SROI study of the AarogyaSri	350
5	Impact Assessment of Flagship programme Gorumudda	250
6	Tests by HODs	250
7	Assessment by District Collector	200
8	Assessment by Mentor	100
9	Assessment by DG, APHRDI	300
10	Detailed Presentation by ACUT	200
	GRAND TOTAL	**3000**

(See Annexure-4 for break-up of details)

PART - I

2. INDUCTION TRAINING AT ANDHRA PRADESH HUMAN RESOURCE DEVELOPMENT INSTITUTE (GOVT. OF ANDHRA PRADESH)

FIVE WEEKS INDUCTION TRAINING PROGRAMME FOR IAS OFFICERS at APHRDI

1. Week - 1

Week 1; Day 1			
Time (hrs.)	Speaker /Activity details	Topic	Subtopics
10:00 – 10:30	Inauguration		
10:30 – 11:00 11:15 – 13:00	Introductory & Interactive Session by Joint Director General, APHRDI		
Lunch Break (13:00 hrs. - 14:00 hrs.)			
14:00 – 16:00	Interactive Session by Managing Director, APDDCF		
Tea/Coffee Break (16:00 hrs. - 16:30 hrs.)			
16:30 – 17:30	Interactive Session by Special Commissioner, Labour		

Week 1; Day 2				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
10:00 – 11:30	HoD, History Andhra University Visakhapatnam	History of AP from ancient to modern times	1. Andhra Pradesh in Puranas and Vedic era. 2. The History of Andhra Sathavahanas, Ikshvaaku and Vishnukundinulu. 3. The Causes for the spread of Jainism and Buddhism in Andhra. 4. Socio- Religious reform movements in Medieval India and Modern India. 5. Freedom Movements in Andhra. 6. Literary Development during the Sri Krishna Deva Rayalu.	• The IAS officers should gain an insight into the history and heritage of A.P. • They should feel a sense of pride in history of A.P. • The officers should understand the relevance of our heritage in modern times.
Tea/Coffee Break (11:30 hrs. - 12:00 hrs.)				
12:00 – 13:30	Associate Professor and HoD in Political Science & Public Administration Andhra University Visakhapatnam	Socio political history of AP	1. Political history and Formation of Andhra Pradesh 2. Socio political and religious movements of Andhra Pradesh 3 political parties: Trends and patterns in Andhra Pradesh 4. Democracy role of media and society	• The officers should be able to connect the socio-political developments of the past to current socio-political situations.
Lunch Break (13:30 hrs. - 14:30 hrs.)				
14:30 – 15:30	Practical Session - Documentary on Telugu people history			
	Tea/Coffee Break (15:30 hrs.- 15:45hrs)			
15:45– 16:45	Practical Session - Briefing on 04 district (Anantapur, Chittoor, YSR, S.P.S. Nellore) @ 10 minutes each			
16:45–17:30	Assessment Test & Evaluation by the speakers			
17:30 – 19:00	Telugu language class			

Week 1; Day 3				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
10:00 – 11:30	Professor, Department of TeluguAndhra University Visakhapatnam	History of Telugu language	1) Origin and development of AndhraTelugu-Tenugu words. 2) Place of Telugu in Dravidian languages 3) Telugu as an official language. 4) Ancient Telugu literature 5) Modern Telugu literature. [Dravidabhashalu-vargikarana]	• The officers should understand rich heritage of Telugu language, influences, to and from other classical languages like Sanskrit, Kannada, Tamil & Hindi etc., • The officers should also understand the current styles of Telugu spoken in Uttarandhra, Costal Andhra, Rayalaseema and Telangana.
Tea/Coffee Break (11:30 hrs. - 12:00 hrs.)				
12:00 – 13:30	Reader in History and HoD, Andhra Loyola College,Vijayawada	Post-independence history	A) History of Formation of Andhra State-In 1953; Formation of Andhra Pradesh 1956. B) Political parties from 1947 to 2022. C) Growth and Development of Andhra Pradesh in the field of Agriculture, Industry, Irrigation, Education, Employment D) Critical analysis of regional development in Andhra Pradesh – causes for feeling of neglect of development in few regions E) Trends in separatist movements in AP since independence, jai Andhra, Jai Telangana failure	• The officers should understand the important social, political, and economic events post-independence which has shaped the current A.P. including Telangana movement.

Week 1; Day 3				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
			Sub theme The field of Agriculture, Industry, irrigation, Educational, Employment, F) The separatist Agitation under TRS party Leadership, the various events leading to Bifurcation of Andhra state in 2014. Sub Theme: Political History of Andhra since 2014. G) Emergence of YSR party, Janasena party Presence and role of BJP & Congress in Andhra. Subtheme: Trends in Development of Andhra state since 2014	
Lunch Break (13:30 hrs. - 14:30 hrs.)				
14:30 – 15:30	Documentary			
Tea/Coffee Break (15:30 hrs.- 15:45hrs)				
	Practical Session - Briefing on 05 district (Anakapalle, Kakinada, Guntur, Alluri Sitharama Raju, Eluru) @ 10 minutes each			
	Assessment Test & Evaluation by the speakers			
	Telugu language class			

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Week 1; Day 4				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
10:00 – 11:30	Reader in History and HoD, Andhra Loyola College, Vijayawada	AP -a rich cultural heritage	1. Buddhist and Jain sites of AP 2. Hindu Temples of AP 3. Forts of AP 3. Fairs and Festivals of AP 4. Language, Literature, Arts and Craftsof AP	• The officers should understand various art forms, music,dance and crafts of A.P. • They should also know the famous artists of A.P. and theircontributions.
Tea/Coffee Break (11:30 hrs. - 12:00 hrs.)				
12:00 – 13:30	Rtd. Vice principal and Telugu Head of the Dept. Andhra Loyola College	Important literature forms in AP	Classical: Epic & Puranam, Prabandha & Satakam, Kavyam, Avatarikas, Chatulas, Dandakas, Avadhanam, Padakavitam, Ghazals, nannies. Modern: Khanda, laghu, Geya Kavyas, Mini poetry, Hyku Poetry, Naani Kavita, Vachana Kavita, Drama, Novel, Short Story, Essaywriting	• The officers should understand the important literary bookswritten form past to present.
Lunch Break (13:30 hrs. - 14:30 hrs.)				
14:30 – 15:30	Practical Session - Anecdotes from the lives of IAS officers of A.P.			
Tea/Coffee Break (15:30 hrs.- 15:45 hrs.)				
15:45–16:45	Practical Session - Visit to Bapu Museum			
16:45– 17:30	Assessment Test			
17:30 – 19:00	Telugu language class			

Week 1; Day 5				
Time (hrs)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
10:00 – 11:30	Associate Dean Food & Nutrition ANGRAU, LAM, Guntur	Foods of AP	1. History and Origin of Andhra foods. 2. Development and Changes 3. Regional Foods of Andhra Pradesh 4. Foods of Andhra Tribes 5. Ancient and Traditional food practices. 6. Traditional foods of Andhra Pradesh along with Nutritional benefits 7. Consumption pattern and food behaviour among people past to present. 8. Culinary preparations	• The officers should know the important recipes of each district of A.P.
Tea/Coffee Break (11:30 hrs. - 12:00 hrs.)				
12:00 – 13:30	Reader in History and HoD, Andhra Loyola College, Vijayawada	Cinema of AP	1. History of Cinema in India in General, History of Telugu cinema in Particular 2. Titles, Evolution of themes in Historical perspective 3. Techniques in presentation of story, Character, incidents, dialogue, action. 4. Industry Prominent actors, - banners, directors, producers, Impact on the society.	• The officers should understand the growth of Telugu cinema. • Telugu cinema contribution to Indiancinema. • Impact of cinema on politics • Important Actors - pastand current.

Week 1; Day 5				
Time (hrs)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
Lunch Break (13:30 hrs. - 14:30 hrs.) Lunch at traditional place				
14:30 – 15:30	Practical Session – Telugu cinema with subtitles			
Tea/Coffee Break (15:30 hrs.- 15:45hrs)				
15:45– 16:45	Practical Session - Telugu cinema with subtitles			
16:45– 17:30	Assessment Test			
17:30 – 19:00	Telugu language class			

Week 1; Day 6				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
10:00 – 11:30	Programme management Specialist, Indian Institute of Corporate Affairs, Ministry of corporate affairs, GOI.	SROI (Social Return on Investment)		Understand the idea and how to conduct it on the field for a program
Tea/Coffee Break (11:30 hrs. - 12:00 hrs.)				

Week 1; Day 6				
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected Outcome
12:00 – 13:30	Reader (Retd) in English Government College for Women, Guntur	Etiquettes	1.Importance of etiquette in Personality development 2. Aspects of social etiquette, etiquette in Communication 3. E-mail, telephone, workplace, gender sensitivity,	• Understand the Etiquettes of talking to – juniors, public representatives, common man,business heads, media and judicial officers.
Lunch Break (13:30 hrs. - 14:30 hrs.)				
14:30 – 16:30	Practical Session - A brief note with not less than 1000 words on week learning to be written and submitted by the officers			
16:30- 17:30	Session by Joint Director General, APHRDI			

2. Week 2

Week 2; Day 1			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 11.30	CCLA & SPL CS Revenue	Introduction to revenue (lands) administration, Jagananna bhu survey	Revenue admin- importance, structure, previous system and current systems, current challenges, govt programs to overcome the challenges
Tea/Coffee Break (11:30 hrs. – 11.45 hrs.)			
11.45 – 13:30	Additional CCLA & Secretary	Online system in revenue - Webland 1.0, services, certificates, purification of land	Documentation & Protection of Govt. Lands, basic revenue records, maintenance and updating

		records, mutations	
Lunch Break (13:30 hrs. - 14:30 hrs.)			
14:30 – 18.00 hrs.	Practical Sessions – Webland – Village Secretariat (the ACUT should be given practical demonstration of important entries made in revenue records)		

Week 2; Day 2			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 11:30	Additional CCLA & Secretary	Resurvey – POLR & ROR, final mutation Patras,	
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)			
11.45 – 13:30	Additional CCLA & Secretary	Resurvey – POLR & ROR, final mutation Patras,	Role of Tahsildars/Dy. Tahsildars in resurvey and mutation
Lunch Break (13:30 hrs. - 14:30 hrs.)			
14:30 – 16.00	Resurvey demo in the village		
16.15– 18.00	POLR – webland 2.0 demo in tahsildar office		

Week 2; Day 3			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 11:30	PD CMRO, CCLA Office	Revenue Certificates and Services, Spandana	Different services, their SLA, Spandana& hierarchy in addressal of grievance, SLA
Tea/Coffee Break (11:30 hrs. – 11.45 hrs.)			
11.45 – 13:30	Joint Secretary, CCLA Office	1)The AP Rights in Land and Pattadar Pass Books Act, 1971	The important provisions and rules under ROR act; lands entered in

		2) protection of govt lands under 22 A	POB and the process of removing them from POB
Lunch Break (13:30 hrs. - 14:30 hrs.)			
14:30 – 15:30	Practical Sessions – group exercise. Each group to pass a ROR order.		
Tea/Coffee Break (15:30 hrs.- 15:45hrs)			
15:45– 18.00	Practical Sessions – VSWS, tahsildar office		

Week 2; Day 4			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 11:30	Additional CCLA & Secretary	House sites & NPI online demo	Challenges faced in the implementation of the above acts, how frauds are committed in the above acts, how to find out fake documents
Tea/Coffee Break (11:30 hrs. – 11.45 hrs.)			
12:00 – 13:30	Managing Director, AP State Housing Corporation Limited	Jagananna Colonies	
Lunch Break (13:30 hrs. - 14:30 hrs.)			
14:30 – 15:30	The Andhra Pradesh (Andhra Area) Inams (Abolition and Conversion into Ryotwari) Act, 1956.A.P. Scheduled Areas Land Transfer Regulation, 1959 (Regulation 1 of 1959) (As Amended by Regulation 1 of 1970, 1 of 1971 & 1 of 1978. – lecture by Joint Secretary, CCLA		
Tea/Coffee Break (15:30 hrs.- 15:45 hrs.)			
15:45–18.00	Practical Session – Visit to a House Site Layout (to be also accompanied by MD, APSHCL). The ACUT shall be shown the sequence of formation of layouts (civil work), lay out plan and allotment to beneficiaries		

Week 2; Day 5			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 12.00	PO, ITDA, K R Puram	Land Acquisition, Rehabilitation and Resettlement Act. (Online session)	
Tea/coffee Break: 12:00- 12:15			
12:00- 13:30	Additional CCLA & Secretary	Andhra Pradesh Online Legal Case Management System (APOLCMS)	
Lunch Break (13:30 hrs. - 14:30 hrs.)			
14:30 – 17:00	Practical Sessions– Land Acquisition – Sub Collector Office, study the files. Each ACUT will be given an old LA file		

Week 2; Day 6			
Time (hrs.)	Speaker / Activity details	Topic	Subtopics
10:00 – 11:00	Joint Director General, APHRDI	Conducting Revenue Courts – Sub Collector/JC Office	The etiquettes of conducting courts, docket sheet, sample orders
Tea/Coffee Break (11:00 hrs. – 11.15 hrs.)			
11:15 – 13:30	JC & DM, Ananthapuram	Disciplinary Procedures	
Lunch Break (13:30 hrs. - 14:30 hrs.)			
No Practical Sessions			

3. Week 3

Week 3; Day 1					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
Session -1 10:00 – 11:30	Secretary to Government, ITE&C	RTGS	State Command and Control Center E-Pragati Portals and Applications, APTS E-Procurement and Cyber Security		AP Secretariat, 1st Block, RTGS
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)					
Session - 2 11.45 – 13:30	Secretary to Government, ITE&C	RTGS	NIC and NeGD artefacts such as E-Office, Single Sign On, Digi locker, UMANG, Open Government Data etc. State Data Center and Cloud Policy		
Lunch Break (13:30 hrs. - 14:30 hrs.)					

Week 3; Day 2					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
No Sessions					
Lunch Break (13:30 hrs. - 14:30 hrs.)					

Week 3; Day 2					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
Session 3 15:00 – 16:00	Director (Disaster Management) & Ex-Officio Deputy Secretary to Government, Revenue (DM) Department, Managing Director (FAC), APSDMA	Disaster management	Organization structure for managing disasters, early warning systems, response teams, fund flow, enumeration of damages etc.	ACUT should know the SOP of disaster management	APSDMA, Tadepalli, Guntur District, AP.
Tea/Coffee Break (16:00 hrs. - 16:15 hrs.)					
Session 4 16:15– 17:15	Director (Disaster Management) & Ex-Officio Deputy Secretary to Government, Revenue (DM) Department, Managing Director (FAC), APSDMA	Disaster management-practical examples where good work was done	Understand the challenges in the field		

Week 3; Day 3					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
Session -1 10:00 – 11:30	Commissioner, Marketing, Guntur	AP Markfed operations- procurement	Price monitoring, How Markfed procurement differs from paddy procurement	ACUT should understand the separation of procurement and transportation operations	MARKFED, Vijayawada
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)					
Session - 2 11.45 – 13:30	Commissioner, Marketing, Guntur	CMAPP and CPA, E farmer	IT interventions through CMAPP and CPA, comparing CMAPP and TCS app, feed forward of CS		
Lunch Break (13:30 hrs. - 14:30 hrs.)					
Session - 3 15:00 – 16:00	Visit to RBK for doing a demo ofprocurement operations		Interaction with procurement staff of PACS	Understanding the role of PACS in procurement	
Tea/Coffee Break (16:00 hrs. - 16:15 hrs.)					
Session - 4 16:15–17:15	Visit to warehouse and checking the FAQ ofprocured commodities		Interaction wi th warehouse manager	Understanding the role of warehouse manager in maintaining quality	
17:15– 18:00	Assessment Test: ACUT to do Comparison of paddy procurement and Markfed procurement and state which is a better model				

Week 3; Day 4					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
Session 1 10:00 – 11:30	Joint Director, VSWS	Village and ward secretariat	Model of decentralized government, one govt at village level, organization hierarchy, services rendered through VSWS, digitization, demo of software etc.,	The ACUT should be able to monitor the performance of VSWS and identify the non-performers	Nirman Bhavan, Auto Nagar, Vijayawada
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)					
Session 2 11.45 – 13:30	Director, VSWS	Continue	Continue	Continue	
Lunch Break (13:30 hrs. - 14:30 hrs.)					
Practical Session 1 15:00 – 16:00	Visit to a village secretariat Accompanied by Joint Director, VSWS		Hands on experience by processing few applications	Complete knowledge of VSWS software	
Tea/Coffee Break (16:00 hrs. - 16:15 hrs.)					
Practical Session 2 16:15– 17:15	Spl. Chief Secretary, VSWS Andhra Pradesh.		Interactive session		
17:15– 18:00	Assessment Test: ACUT to write 200 words note on how VSW S is a game changer in ushering decentralization				

Week 3; Day 5					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
Session -1 10:00 – 11:30	Principal Secretary to Government, Health, Medical & Family Welfare	Health and family welfare	Structure of health dept, flagship programs/ projects of the central and state govt, SDG indicators and achievement, NHM 104, 108	ACUT should clearly understand the primary and secondary health care systems	6th Block, Ground Floor, Room No:157, A.P Secretariat Office, Velagapudi
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)					
Session - 2 11.45 – 13:30	Principal Secretary to Government, Health, Medical & Family Welfare	Challenges faced in NHAI land acquisition			
Lunch Break (13:30 hrs. - 14:30 hrs.)					
Practical Session 1 15:00 – 16:00	Visit to village health clinic and PHC & Visit to Urban Health Clinic				
Tea/Coffee Break (16:00 hrs. - 16:15 hrs.)					
Practical Session 2 16:45– 18:00	Visit to a NHAI acquisition site with RO NHAI and CALA				

Week 3; Day 5					
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details
18:30	Assessment Test: ACUT to list all the programs of central and state govt in the health sector				

Week 3; Day 6						
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session -1 10:00 – 11:30	Vice Chairman & Managing Director (FAC), A.P State Civil Supplies Corporation Ltd (APSCSCL)	Public distribution system	Hierarchy of PDS from FP shop dealer to JC, allotment orders, introduction of vehicles for PDS, challenges and response, 6A cases, role of Sub collector in PDS	The ACUT must understand their regulatory and developmental role in PDS	Civil Supplies Bhavan, 1st Floor, Sri Sai Towers, Beside SIRIS Company, Kanuru, Bandar Road, Vijayawada	
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)						
Session - 2 11.45 – 13:30	Vice Chairman & Managing Director (FAC), A.P State Civil Supplies Corporation Ltd (APSCSCL)	Paddy procurement	General method of paddy procurement, RBK as procurement centre, cutting the role of millers, feed forward of CS.	The ACUTs must understand the role of millers and their role in controlling the millers.		

Week 3; Day 6						
Time (hrs.)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
			Some vigilance cases may also be discussed			
Lunch Break (13:30 hrs. - 14:30 hrs.)						
Practical Session 1 15:00 – 16:00	Visit to RBK centre to understand registration and procurement operations		Demo of the procurement app			
Tea/Coffee Break (16:00 hrs. - 16:15 hrs.)						
Practical Session 2 16:15– 17:15	Visit to an MLS point and Miller		How to inspect an MLS point. Display of the inspection register Milling operations			
17:15– 18:00	Assessment Test: ACUT to make PPT on learning from Week					

4. Week 4

Week 4; Day 1						
Time (hrs)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session -1 10:00 – 11:30	NO SESSIONS					
Session - 2 11.45 – 13:30						
Lunch Break (13:30 hrs - 14:30 hrs)						
Session 3 & 4 14:30 – 17:15	PPTs by each ACUT on II- & III-week learning Venue: MARKFED, Vijayawada					
17:15–18:00	Assessment Test:					

Week 4; Day 2						
Time (hrs)	Speaker / Activity details	Topic/Dept.	Subtopics	Expected outcome	Venue Details	Advance reading material
Session -1 10:00 – 11:30	Principal Secretary to Government (PR & RD)	Panchayat Raj and Rural development	The overview of department and its activities, flagship programs of the govt, SDG indicators and achievements	The ACUTs are expected to understand the breadth and depth of convergence	Commissioner, PR & RD No. 12-47, P.V.S. ICON, Near Pratur Cross Road Tadepalli, Guntur District	
Tea/Coffee Break (11:30 hrs - 11:45 hrs)						
Session - 2 11.45 – 13:30	Commissioner, PR&RD	Convergence under NREGA, other initiatives under PR.	The structure of DWMA, entire process flow under NREGA, how NREGA has been used to fill infrastructure gaps in rural area, major achievements of AP state, digitization, initiatives in PR, Swachh Andhra etc	The ACUTs are expected to understand the breadth and depth of convergence	Commissioner, PR & RD No. 12-47, P.V.S. ICON, Near Pratur Cross Road Tadepalli, Guntur District	
Lunch Break (13:30 hrs - 14:30 hrs)						
Session - 3 14:30 – 16:00	CEO, SERP	DRDA activities under SERP	Organisation structure, flagship programs of central and state govt, social capital under SHG movement, use of SHGs in various programs of govt, from savings to entrepreneurships.	The ACUTs are expected to understand the potential of SHG in ushering socio-economic change	Commissioner, PR & RD No. 12-47, P.V.S. ICON, Near Pratur Cross Road Tadepalli, Guntur District	

Tea/Coffee Break (16:00 hrs - 16:15 hrs)				
Session – 4 (Practical) 16:15–17:15	Commissioner, PR&RD	Visit to NREGA work site- interaction of field assistants, technical assistants, APD etc	Commissioner, PR & RD No. 12-47, P.V.S. ICON, Near Pratur Cross Road Tadepalli, Guntur District	
17:15–18:00	Assessment Test:			

Week 4; Day 3						
Time (hrs)	Speaker / Activity details	Dept./Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session 1 10:00 – 11:30	Commissioner & Director, MA&UD & Director, DTCP, MA&UD	Municipal Administration	Organisation structure, municipal acts and provisions, flagship central and state govt schemes	The ACUT are expected to understand the ecosystem in which municipal commissioner operates	Commissioner & Director of Municipal Administration (CDMA-AP) office, 3,4,5 FLOORS, PRIME HILLCREST, Vaddeswaram, Mangalagiri, AP.	
Tea/Coffee Break (11:30 hrs - 11:45 hrs)						
Session 2 11.45 – 13:30	Commissioner & Director, MA&UD & MD, Swachh Andhra Corporation	Municipal administration contd. Brief Presentation on ✓ Swachh Bharath Mission ✓ Swachh Survekshan	SDG and indicators, administering the municipal act, tax collection, accounting system, sanitation, urban planning, various digital initiatives, the art of engagement with councillors etc			
Lunch Break (13:30 hrs - 14:30 hrs)						
Session 3 (Practical) 14:30 – 16:00	Commissioner & Director, MA&UD	Visit to water treatment plant, STP and other smart city projects				
Tea/Coffee Break (16:00 hrs - 16:15 hrs)						
Session 4 (Practical) 16:15–17:15	Continue	Continue	Continue			
17:15–18:00	Assessment Test:					

Week 4; Day 4						
Time (hrs)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
10:00 – 13:00	Practical session by Joint Director, Agriculture	Visit to integrated Call Centre – Gannavaram Integrated Agri Land – Kankipadu RBK – Gandigunta				
Lunch Break (14:00 hrs - 14:45hrs)						
Session -1 14:45 – 15:30	Special Chief Secretary to Government (Agri, Seri & Horti.)	Agriculture and allied sectors	Organisation structure of the departments, RBK as game changer, convergence of all dept activities under RBK, digitization in agriculture, AIF etc	The ACUT is expected to understand fully the model of RBK as single source of delivery of services to farmers	APIIC Building, Plot No-1, IT Park, Mangalgiri, Guntur	
Session -2 15.30 – 16:15	Commissioner Horticulture	Horticulture Department	Organisation structure, AP as a horticulture hub, flagship central and state govt scheme, AIF, FPOs		APIIC Building, Plot No-1, IT Park, Mangalgiri, Guntur	
Tea/Coffee Break (16: 15 hrs - 16:30 hrs)						
Session -3 16:30 – 17:15	Director, Animal Husbandry	Animal Husbandry	Organisation structure, important central and state govt schemes, AIF		APIIC Building, Plot No-1, IT Park, Mangalgiri, Guntur	
Session - 4 17:15–18:00	Commissioner, Fisheries,	Fisheries	Hub-and-Spoke model, pre-processing, Processing centre		APIIC Building, Plot No-1, IT Park, Mangalgiri, Guntur	
18:00–18:30	Assessment Test:					

Week 4; Day 5						
Time (hrs)	Speaker / Activity details	Dept./Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session 1 10:00 – 12:30	Special Chief Secretary to Government, School Education & Commissioner school Education	School Education	Organisation structure, SDG indicators and achievement, flagship programs of central and state govt, learning outcomes, Nadu- Nedu, consistent rhythms, digitization	The ACUT must understand the challenges in improving the learning outcomes, art of engaging with the teachers	Samagra Shiksha Abhiyan SSA AP State Office, Patamata, Vijayawada, Andhra Pradesh	
Tea/Coffee Break (11:30 hrs - 11:45 hrs)						
Session 2 12.30 – 13:30	Chairman, AP State Council of Higher Education	NEP	Features of NEP, how AP has adopted the NEP		Samagra Shiksha Abhiyan SSA AP State Office, Patamata, Vijayawada, Andhra Pradesh	
Lunch Break (13:30 hrs - 14:30 hrs)						
Session 3 (Practical) 14:30 – 16:00	Commissioner, SISE	Visit to a school in rural areas	Understanding the school administration from HM perspective, Nadu- Nedu constructions, attendance software etc		Samagra Shiksha Abhiyan SSA AP State Office, Patamata, Vijayawada, Andhra Pradesh	
Tea/Coffee Break (16:00 hrs - 16:15 hrs)						
Session 4 (Practical) 16:15–17:15	Continue		Continue	Continue		
17:15–18:00	Assessment Test: Evaluation Study					

Week 4; Day 6						
Time (hrs)	Speaker / Activity details	Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session -1 09:00 – 11:00	Commissioner, SS&LR	RESURVEY	DRONES, ORI, ORI CLEANING, GT, GV, SECTION 9(2), 13	ACUT should clearly understand Navaratnalu and the dept dealing with them and achievement done until now	APSDMA	
Tea/Coffee Break (11:00 hrs - 11:15 hrs)						
Practical Session 11.15 – 13:00	Visit to Duggirala Mandal in Guntur district – RESURVEY demo					
Lunch Break (13:30 hrs - 14:30 hrs)						
Practical Session 1 14:30 – 16:00	Joint Director (Plg.) Planning Department, A.P.Secretariat, Amaravati	Navaratnalu & SDG	Explaining the Navaratnalu and achievement SDG indicators and how Navaratnalu has helped achieve SDG indicators, ranking of AP vis a vis nation and other states	ACUTs are expected to know the importance and use of drones ORI, GT etc., in the field.	MARKFED	
Tea/Coffee Break (16:00 hrs - 16:15 hrs)						
	Assessment Test: ACUT to make PPT on learning from Week					

5. Week 5

Week 5; Day 1						
Time (hrs.)	Speaker / Activity details	Dept./Topic	Subtopics	Expected outcome	Venue Details	Advance reading material
Session 1 10:00 – 11:30	Spl CS to Govt. Energy Department	Overview of the energy sector in AP	Organization structure, present energy scenario, production, transmission and distribution, TRANSCO and DISCOMS, major goals of central and state govt, flagship programs etc.	The ACUT are expected to comprehend the growing importance of the sector in nation's development	Vidyut soudha Gunadala, Vijayawada	
Tea/Coffee Break (11:30 hrs. - 11:45 hrs.)						
Session 2 11.45 – 13:30	Spl.CS to Govt. Energy Department	continue	continue	continue		
Lunch Break (13:30 hrs. - 14:30 hrs.)						
Session 3 14:30 – 17:00	Principal Chief Conservator of Forests (HoFF) (FAC) Environment, Forests, Science and Technology	Environment, Forests, Science and Technology	Forest protection management of Statutory Provisions, National Park, Wild life sanctuary etc., Compensatory afforestation, stage I & II forest clearance	The ACUT are expected t o understand the importance of Afforestation & their role as SDM, District collector	Aranya Bhavan, K.M. Munshi Road, NagaramP alem, Guntur	
17:15–18:00	Assessment Test:					

Week 5; Day 2						
Time (hrs.)	Speaker / Activity details	Topic/Dept.	Subtopics	Expected outcome	Venue Details	Advance reading material
Session -1 & 2 10:00 – 13:30	Chief Electoral Officer & Ex-Officio Secretary to Govt.	Chief Electoral Office			Room No.192, Ground Floor, Building No.5, A.P. Secretariat, Velagapudi, Amaravati	
Lunch Break (13:30 hrs. - 14:30 hrs.)						
15:00- 15:30	CM MEETING					
Session –3 & 4 16:00 – 17:30	Special Chief Secretary to Government (CIP), Industries and Commerce. A.P.	Industry & Infrastructure and investment	Organization structure, industrial policy of AP, SIPB/SIPC overview of industries in AP, role of APIIC, EODB, key initiatives of the state govt, MSME sector etc. & Important infrastructure projects currently under execution in AP, future projects, challenges in execution etc.	The ACUT are expected to understand therole of state in promoting investment	APIIC	

	Assessment Test:

Week 5; Day 3		
Time (hrs.)	Speaker / Activity details	Topic
10:00 – 12:00	Joint Director General, APHRDI.	Briefing on Andhra Darshan

PART - II

3. AP DARSHAN

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
1.	Week 6; Day 1	Bairluti Jungle camp Nandyal	Vijayawada 02:00 PM	Bairluti 07:30PM	5 hrs 30 min	By Car	Management of Tiger Reserve	01 Night 01 Day	Collector and District Magistrate Nandyal DFO Atmkuru Vignesh IFS	Bairluti Jungle camp Nandyal	500 words note on comparison between what was taught in the Academy and what is seen in the field.
2.	Week 6; Day 2	Bairluti Jungle camp Nandyal	–	–	–	–		06:00AM - 03:00PM Sight visit Proceed to Ananthapur at 03:00PM by car. Reach		–	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
								Ananthapur by 9:00 PM			
3.	Week 6; Day 3	Anant hapur	Bairluti Jungle camp Nandyal - 03:00PM	Anantapur - 09:00PM	06 hrs	By Car	1. Jeedipalli Reservoir. 2. Handri-Neeva Sujala Sravanthi project. 3. Dryland Horiculture Project	01 Night 01 Day	Collector and District Magistrate Ananthapuram, CE Irrigation	Ananthapuram Guest house	
4.	Week 6; Day 4	Anant hapur	–	–	–	–		10:00AM - 05:00PM site visit Proceed to Sri Sathya Sai		Sri Satya Sai Prashanthi Nilayam, Sri Satyasai District	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
								district at 05:00PM by Car			
5.	Week 6; Day 5	Sri Sathya Sai District	–	–	–	–	1. Puttaparthi 2.KIA Motors 3.Lepakshi 4.Nimmalakunta Leather puppetry Center	01 Night 01 Day 10:00AM to 05:00 PM site visit Proceed to Kadapa at 05:00PM by Car. Reach Kadapa	Collector and District Magistrate Sri Sathya Sai District	YSR Kadapa Guest House	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
								by 08:30PM			
6.	Week 6; Day 6	YSR Kadapa	–	–	–	–	1. Gandikota Reservoir 2. Ontimitta Temple	01 Night 01 Day 09:00AM to 5:00 PM site visit Proceed to Tirupathi at 5:00PM by car.	Collector and District Magistrate YSR Kadapa District, CE Irrigation	Tirupathi Guest House	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
								Reach Tirupathi by 8:00 PM			
7.	Week 6; Day 7	Tirupati	YSR 06:00AM	Tirupathi 09:30AM	3 hrs 30 min	By Car	1. Tirumala Temple Darshan 2. Electronic Manufacturing Clusters 3.Sri City	01 Day 02 Nights 6:00AM to 5:00PM Site visit	Collector & District Magistrate Tirupathi, GM DIC	Sri City Guest House	
8.	Week 7; Day 1	SPS Nellore	Sri City 7:00 AM	Krishnapatnam Port - 9:00 AM	2 hrs	By Car	Krishna Patnam Port	01 Day 01 Night 09:00AM - 03:00PM	Collector & District Magistrate SPS Nellore, Port Authorities	Krishnapatnam port	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
9.	Week 7; Day 2	Guntur	Krishnapatnam port - 03:00PM	Guntur - 8:00PM	5 hrs	By Car	-	01 Night Proceed to Guntur at 3:00 PM by car. Reach Guntur by	Collector & District Magistrate Guntur	Guntur Guest house	
10.	Week 7; Day 3	Eluru	Guntur - 06:00AM	Polavaram - 10:30AM	4hrs 30 mins	By Car	1. Polavaram Project 2. Pattisima 3.Tribal attachment (ITDA)	01 Day 1 Night 11:00 AM to5:00 PM site visit	Collector & District Magistrate Eluru, ROR Officer,CE	Polavaram Guest house	
11.	Week 7; Day 4	Kakinada	Polavaram-07:00AM	Kakinada-09:30AM	2 hrs 30 mins	By Car	ONGC/Reliance offshore/onshore drilling sites	1 Day 1 Night 10:00AM to 05:00	Collector & District Magistrate Kakinada	Kakinada Guest house	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
								PM site visit			
12.	Week 7; Day 5	Anakapalli	Kakinada - 06:00AM	Anakapalli - 08:30AM	2 hrs 30 min	By Car	1.Pharmacity 2. NTPC Simhadri	01 Day 01 Night 09:00AM to 04:00 PM site visit	Collector & District Magistrate Anakapalli	Anakapalli Guest house	
13.	Week 7; Day 6	Srikakulam	Anakaplli - 7:00 AM	Srikakulam - 10:00 AM	3 hrs	By Car	1.Vamshadara Project 2. Uddanam Project	01 Day 01 Night 10:00 AM to 05:00PM site visit	Collector & District Magistrate Srikakulam, CE Irrigation CE RWS	Srikakulam Guest house	

AP Darshan - ACUTs 2021 Batch – Two weeks											
Sl. No	Date	District/ Destination	From	To	Distance / Journey time	Mode of Journey	Projects to be visited	Approximate time required to cover the proposed projects to be visited	Officers Responsible	Night Halt	Deliverables for ACUT
1	*2*	*3*	*4*		*5*	*6*	*7*	*8*	*9*	*10*	*11*
14.	Week 7; Day 7	Visakhapatnam	Srikakulam - 7:00:00 AM	Visakhapatnam 9:30 AM	2 hrs 30 mins	By Car	1. Med Tech Zone 2. Port Trust	01 Day 1Night 10:00 AM to 05PM site visit	Collector & District Magistrate, Visakhapatnam, Visakhapatnam Port Trust Authorities	Visakhapatnam	
15.	Week 8; Day 1	debriefing session from 10.30 to 1.30 pm at Vizag with JDG									

4. TRAINING AT DISTRICT LEVEL

COMPREHENSIVE MANUAL ON DISTRICT TRAINING FOR IAS OFFICERS (2022-23)

1. OBJECTIVES OF THE DISTRICT TRAINING

a. To develop a set of competencies set out in Annexure 1 in order to enable to place the OTs on the pathway to become top-class Collectors.
b. To expose all spheres of activities that a district officer is required to perform and other roles in the value-chain. The 43 week district training plan is given in Annexure-2
c. To provide a wholesome *'on-ground practical'* experience to the OT and ensure that they prepared to pursue excellence in administration on completion. Annexure 3 gives the list of illustrations.
d. To provide a 360-degree view of the district administration. This will be assessed based on 25 assignments (A1 to A25) to be completed by the OTs during this training period.

2. KEY GUIDELINES

a. The Officer Trainee (OT) should receive a real-world experience which gives him a comprehensive exposure to all activities of a district officer. Annexure 2 and 3 provide the strategy to enable the activities for OTs to complete and obtain a certification in their APARs from District Collector.
b. The model is Do-It-Yourself (DIY) in which the OT is expected to develop curiosity to seek knowledge, develop skills and the right attitudes so that the competencies listed out on Annexure 1 are developed. Annexure 3 has been specifically designed to achieve DIY capabilities.
c. There should be sanctity of the process – i.e., constant monitoring and review of progress of district training as well as submission of assignments in time and of right quality. The LMS, DTGs and APHRDI faculty would ensure this.
d. The OT must be responsible and accountable for fulfillment of objectives of district training by completing all components in Annexure 2, getting hands-on-experience though activities given in Annexure 3 and ultimately developing competencies in Annexure 1.

3. APPROACH TO THE DISTRICT TRAINING PROGRAM

a. Consists of multi-modules, called attachments (See Annexure 2 & 3).
b. Covers multiple aspects of district administration related activities (See Annexure 2).
c. Training with multiple district agencies (See Annexure 2).
d. The OT would be expected to multi-task within a time-bound manner and furnish prescribed deliverables to the Mentor (See Annexure 2 & 3).
e. Marks would be awarded to the OT for deliverables submitted (See A1 to A25).
f. A minimum level of consistency in the quality of deliverables would be expected from the OT throughout the period of district training (See A1 to A25).

4. STAKEHOLDERS: The District training program will have the following stakeholders

a. **Officer Trainee (OT)**- IAS probationer undergoing the district training

b. **Mentor** – A senior IAS officer, preferably in the cadre of Secretary and above, who would be a philosopher, guide and mentor to the OT during the district training. He/she Will keep track of progress, guide and ensure experience is wholesome, and that OT is on track to make full use of district training. The Mentors shall be notified by the GAD
c. **District Training Guide [DTG] –** This would be the District Collector, ex-officio. Each DTG will have only one OT in a particular stint to ensure adequate attention. An orientation program to be conducted for each Mentor and DTG by the HRDI, to keep them updated with progress in the district training objectives / evolutionary changes in course expectations
d. **Faculty –** they are the on-campus trainers for the program nominated by DG APHRDI. Each Faculty member would allotted two OTs for oversight during the district training. They would be involved in collecting the various assignments of each OT and recording it for future use. They would also function as single point of contact for all training related issues with the state.

5. SUPPORTING INFRASTRUCTURE: An IT based solution typically in the form of Learning Management System ("LMS") will be operationalized to record progress, learning's, feedback, ratings etc. This is to be developed and maintained by the HRDI. The key features of the same would include:

a. LMS to be accessible by all stakeholders (OTs, Mentor, DTG (Collector), Faculty)
b. Schedule of activities, along with scores for each activity to be available on the LMS
c. Each activity on the schedule to be specific, objective and amenable to performance rating
d. Mentor / DTG may modify the schedule in the LMS on need basis, including on account of personal exigencies faced by the OT
e. All weekly / monthly progress reports by OT to be uploaded in the LMS after finalization
f. All feedback / ratings to be recorded by Mentor / DTG / Faculty / Others on the LMS
g. LMS to record rating against each deliverable and assign scores
h. System to compute monthly / final scores earned
i. Red flag to be raised for 'risk of low performance' after monthly review by DG, HRD
j. OT to be able to review his own performance and keep track of his performance
k. Mentor to confirm on the LMS whether the fortnightly meeting with DTG / OT has been held or not, and key outcomes of the same, if any.

6. INTERACTIONS

a. **The district training program, to be successfully undertaken requires** regular interactions between the DTG and OT. Hence it is suggested to have a three-way discussion between Mentor, DTG and OT on a monthly basis.
b. **Further, the HRDI** faculty shall have a discussion with Mentor / DTG every three months, to obtain feedback of the OT and his/her performance

7. ASSIGNMENTS

a. The OT shall submit assignments in the LMS.
b. All assignments are due by 7:00 p.m. on due date.
c. The 'A' series of assignments are due by the Saturday of the week ending during which the attachment has occurred.

d. Additionally, the OT would prepare a Social Return on Investment (SROI) of an important flagship program of the state government. Further an Impact Assessment of a Flagship program of the Government must be done by OT. The subjects for both SROI and impact assessment shall be given by DG APHRDI.
e. There would also be journal writing in order that the OT acquires the competencies that make for a competent district officer. An illustrative list of activities to be performed as mentioned in b, c and d above is given in the Check Memo in Annexure 2 and in Annexure 3.
f. Within the maximum marks, 10% marks would be automatically awarded for timely submission of assignments in LMS.
g. In case of delay regarding submission of assignments, 10% of marks shall be deducted for late submission by three hours; 20% of marks shall be deducted for late submission by six hours; 50% of marks for further delay.
h. At the end of one-year, just before going to LBSNAA, the OT would prepare, a detailed presentation on learnings during the period, connect them to competencies described in Annexure 1 and present to a panel.
i. The panel would consist of the DTG, DG/Faculty**,** IAS officers and other leading members of the administrative eco-system. Such other members of the panel would be appropriately selected by the DG HRDI
j. The system of rating by the panel shall be finalized by DG APHRDI

8. ASSESSMENT OF OTs IN DISTRICT TRAINING

The OTs shall be evaluated on the basis of the following assignments for a total of 3000 marks. The details of assignments to be submitted in serial no 2, 3 & 6 below are provided in Annexure -4. The above table is a summary of the output which OTs are expected to give during their district training.

9. FEEDBACK FROM THE OT: OT shall have open access to the faculty members to share any feedback about the district training / Mentor / DTG at any point of time during the district training. In addition, a formal feedback session to be organized between the OT and Faculty every 3 months. Mid-term feedback will be organized through conference call between OT and DG. A Final feedback session shall be between OT and DG, after the final presentation at the end of each phase. In case required, the DG, HRD to intervene and ensure that the Mentor and DTG are providing adequate opportunities to the OT to fulfill the objectives of the district training.

a. **On-campus reorientation of OTs:** All OTs shall congregate at HRDI campus after completion of the district training. Opportunity will be provided to OTs to share learnings / experiences during the one-year district training. DG/Faculty will facilitate such sharing through small group discussions of OT Triads, which result in a presentation on the learnings during the district training for the specific group. It shall be followed by presentation by the above groups to the entire batch in an interactive session where OTs are encouraged to share experiences similar to the ones being presented

Annexure 1: Set of competencies required of District Officers to be imbibed by OTs

The DTG and the mentor shall make sure that the OTs are exhorted to imbibe the below mentioned qualities.

1. People First - PROMOTES SERVICE TO THE CITIZENS
   - Is a role model of positive community service behaviors.
   - Promotes a culture focused on serving and meeting the needs of the citizens.
   - Thoroughly explores all the sections of the community, including the marginalised and the disadvantaged; and identifies methods to meet their needs - including using new technology where relevant
   - Tracks trends that will affect their own Department' s ability to meet current and future community needs and continuously strives to provide effective services to the public.
   - Focuses their decision making around the most excluded sections of the society; and designs and monitors the execution of these initiatives

2. Leading Others - ASSUMES LEADERSHIP
   - Protects the team and its reputation vis-à-vis the larger organisation or the community
   - Establishes norms for team behaviour ("rules of engagement") and imposes sanctions on its violation
   - Sets a good example by personally modelling desired behaviour
   - Motivates the members to buy into the team/organization's policy and mission
   - Empowers, inspires, and energises the team to understand and thrive in the changing environment

3. Integrity - ACTS ETHICALLY
   - Is open and honest in one's dealings with others
   - Honours commitments made to others
   - Acts in ways to avoid conflict of interest - perceived or real – for example -by disclosing potential issues on time
   - Honest and open in all communications
   - Gives frank and honest opinion when sought
   - Follows the rules and regulations and is guided by Public Service values
   - Does not share information loosely with others

4. Decision-making -MAKES DECISIONS IN COMPLEX SITUATIONS
   - Foresees impact of decisions on the society by conducting social cost- benefit analysis
   - Weighs up competing views to generate ways forward which will meet organisational goals
   - Ensures involvement and consultation of the subject experts where necessary
   - Confidently takes decisions and clearly communicates at a strategic level to move things forward

5. Planning, Coordination, Implementation (Efficiency) ORGANIZES AND SCHEDULES OWN WORK

- Demonstrates good time management skills to meet short- and medium- term objectives
- Plans own work schedule and monitors progress against it optimally
- Uses available resources optimally to meet work objective
- Identifies and tries to solve bottlenecks in own area of work

6. Problem solving - DEVELOPS SOLUTIONS TO COMPLEX PROBLEMS

- Ability to see the holistic picture
- Identifies interdependencies between various components
- Communicates complex problems in a simple manner
- Develops a solution that attempts to address the complexities at different levels
- Generates options to address the problem in its entirety
- Creates solutions that address not only immediate issues (quick fixes) but also takes steps for medium to long-term impact of the solutions

7. Self-awareness and self-control - MANAGES STRESS EFFECTIVELY

- Actively manages self-effectiveness in different situations by thoroughly understanding of one' s own responses
- Uses stress management techniques to deal with stress and control responses
- Responds constructively and professionally to extreme challenges, provocation and/or professional disappointments
- Continues providing effective leadership in situations of stress or adversity

8. Innovative thinking (Efficiency)IS OPEN TO NEW IDEAS AND CHANGE

- Identifies possibilities of improvements in current areas of work
- Open to the possibilities of change and considers ways to implement and adapt change in current area of work
- Improvises in case of issues of urgent importance.

Annexure 2: District Training Plan

S.No	District training with	Duration	Specific activities and deliverables
1	District Collector	Week 8 & 9	• Study the DoM, E-office manual, Stock files, and other rules/guidelines. • Write 1000 words whether the flat Collectorate structure has led to change in speedier disposals (A1). • Prepare logic models of one Flagship programmes of the Government, which would be used for impact assessment as well as the AarogyaSri for use in SROI (A2) • Understand and prepare the ITT for Collector for all flagship programmes for Collector every week (A3) • Manage the work connected to Spandana, SLAs, etc. for Collector. • Understand and operate the monitoring framework used by Collectors. • Write minutes of meetings held by Collector and at least three DO letters, three orders for Collector and Joint Collector separately. (A4) • Attend at least one Divisional review meeting and write minutes (A5) • Work as Superintendent of each section in Collectorate for one full day and process all files in e-office. Take out the summary of work done from e-office (A6) • Attend Thursday virtual meetings of CS and other state level meetings – wire take aways for Collector (A7) • Any other items of work entrusted by Collectors/Jt. Collectors/DROs
2	Municipal corporation	Week 10 & 11	• Two hours of virtual training on municipal laws and rules, powers of council, commissioner, etc. and to understand the various departments in the corporation by HoD. Rest of the day meet with the head of planning, revenue, poverty alleviation, engineering wing and other officers. • Work as ward secretary for revenue (2-days), planning (2-days), works (2-days), public health

S.No	District training with	Duration	Specific activities and deliverables
			(3-days), housing (1-day). Write a journal (A8) on what competencies you have acquired. Enter information in consistent rhythms – sanitation, building inspector, works, revenue, housing, etc. Write on the effectiveness of the Ward Secretariat in bringing Government close to people (A9) • Attend on council meeting, standing committee meeting and other meetings of the commissioner - write minutes in all these meetings (A10) • Understand the entire solid waste management chain and suggest ways of ensuring complete end-to-end management of solid and liquid waste. (A11) • Any other items of work entrusted by Commissioners
3	Attachment with water, RWS, PR&RD, R&B, Housing, electricity, and other engineering departments	Week 12	• One-day attachment, each, with different heads of engineering departments at district level – R&B, PR&RD, RWS, Electricity, Education (Nadu-Nedu), DM (Housing), etc. • Write 1000 words (A12) on the way Nadu-Nedu, is being implemented in these departments. • Write 1000 words (A13) on the challenges being faced by these departments post-district bifurcation in terms of structure and human resources and the way forward.
4	Attachment with Zilla Parishad & Gram Panchayats, Planning and Statistics, Aspirational districts, Janpad, Panchayat/BDO	Week 13, 14 & 15	• One-day virtual training of OTs on State Indicator Framework, connection to SDGs, Aspirational districts and the SDG portal by HOD and the SOPs followed by different secretaries in the VWS by HOD. • Three-days attachment with CEO, ZP to understand the structure and working of ZP; one day with CPO; and one-day with Spandana team. • Attend one ZP and Standing Committee meeting and write minutes (A14) • Stay in a VWS for two weeks to be selected by Collector.

S.No	District training with	Duration	Specific activities and deliverables
			• Work as Panchayat Secretary for two weeks to gain hands-on experience. Focus on Spandana grievance, SLAs, solid waste management of the village and water supply in the village (JJM). Write 1000 words on the ways to improve the SOP of the Panchayat Secretary (A15).
5	Attachment with Flagship schemes departments	Week 16	• One day virtual training on Navaratnalu and other flagship schemes of the Government by concerned HoDs. • One-day attachment each with district heads connected to Nadu-Nedu - education (11 elements; gorumudda, amma vodi, vasati/vidya deevena, vidya kanuka, facial attendance, etc.) and health (sub-centre, two PHCs at Mandal level, CHC, Area hospital, district hospital and Teaching hospital in each district, AarogyaSri, Aarogya mitra, facial attendance, etc.); agriculture (RBKs, CHC, e-crop, soil doctor, procurement, etc.), DBT schemes, social justice & women empowerment (Sampoorna poshan, Cheyutha, Ammavodi, Sunna vaddi, Disha, self-employment DBTs, SHGs, etc.), house sites (OTS, housing, ULC, etc.) and housing (types of housing - Option 3, etc., supply of bricks, sand procurement, etc.)
6	Attachment with Medical/Education/ Agriculture/Skills/ODOP/Women & Child Departments	Week 17, 18, 19, 20 & 21	• One-day detailed virtual training to work as secretaries in VWS by HoDs - SOP, consistent rhythms, family doctor concept, anganwadi, schools, engineering, welfare, survey, etc. – in order to cover all 11 functionaries at VWS level. • Stay in a VWS for four weeks selected by the Collector where activities are in full swing and work as secretary of following departments - • One week in RBK, one week as welfare secretary, one week as women and child secretary and one week as head of sub-centre. • Write a daily Journal (A16) indicating what competencies you have developed from the ones given in Annexure 1, operate consistent rhythms, look at progress on 40 odd SDG indicators. For

S.No	District training with	Duration	Specific activities and deliverables
			e.g. meet anemic women and girls – examine their progress, • Write 500 words each on the ODOP – handloom/handicraft and processed food product of the district (A17)
• Impact assessment of Gorumudda due this weekend			
7	Attachment with district e-gov - social inclusion, financial inclusion, good governance, Ease of Living	Week 22, 23, 24	• Virtual training on Spandana by Team Spandana. For one week attachment with Spandana team at district level • Understand Spandana (grievance redressal) – timelines, re-opening, incorrect endorsements, etc. • Everyday monitor the redressal of grievances, read the endorsements – identify incorrect endorsements, photography of all settled grievances, re-opened grievances. • Talk to 10 people whose grievances were settled satisfactorily and all people who have requested for reopening grievances. • For one week identify the weak VWS on SDG indicators (40 odd), visit all the VWS and make a plan of action to improve these indicators during FY (A18). • For one week identify VWS where services are overshooting timelines given in SLAs. Do a root cause analysis to find out the reasons and suggest measures to prevent the overshoot (A19).
8	Attachment with Police, District Forest Officer, Tribal Welfare Officer, Land and Survey Management, Revenue Department	Week 25 to 32	• Two-week attachment with Police 5 days with SP; 1 day with SDPO; 1 day with SHO; 4 days with SEB; 1 day on IRAD. Participate in operations against Illicit Distillation and understand how SEB works. Visit one accident site to understand how IRAD operates. • Understand with the SP – interconnections with Collector – preventive sections, PD Act, externment law, etc. Write one letter to Collector to impose 144 Cr. P.C; one letter for PD (A20) • At the SHO level get to know the registers being maintained by the police stations. Write one

S.No	District training with	Duration	Specific activities and deliverables
			letter to MRO to bind over under sections 107-110 Cr. P.C. (A21) • One-week with DFO. The day-today programme would be prepared by the DFO and include intersection of Forest Department in land acquisition of forest land, portal to upload all cases, etc. • Four weeks to work as Survey Secretary to be stationed in the VWS. Implement the full cycle of survey and RoR. Prior to this the Commissioner Survey would hold a virtual training session and monitor their progress during the four weeks. Identify ways to improve the survey process/SOP in 1000 words (A22) • One week in tribal areas with PO, ITDA. Understand RoFR pattas, tribal welfare and development, etc.
• SROI of AarogyaSri due this weekend			
9	Independent charge	Week 33 to 50	The Collector would select the Mandal and divisions and ensure that the OT gets an experience of diversity and training should be different areas as far as possible. Annexure 2 has an illustrative list of activities to be done at the village level. These are also to be done at Mandal/division and district levels, wherever, applicable. • VRO – Four weeks – stay in VWS - As Revenue Secretary to perform all the functions, including Azmaish, issue of certificates, etc. Suggest ways to reduce grievances in 1000 words (A23). Visit households getting DBT – find out what are the households using the DBT for and write a paper in 3000 words (A24) • RI – One week – stay in Mandal headquarter and tour intensively • MRO – Four weeks – stay in Mandal headquarters and do office work and tour intensively • MPDO – One week - stay in Mandal headquarters and do office work and tour intensively

S.No	District training with	Duration	Specific activities and deliverables
			• DLPO – One week • DLDO – One week • RDO – Four weeks - stay in divisional headquarters and do office work and tour intensively • AO, Collectorate – one week • DSO – one week Here write a daily journal on what you have done, learnings and gain in competencies identified in Annexure 1 and possibilities of process improvements. (A25)

Annexure 3: Check memo of illustrative list of activities to be engaged in by the OTs and to form part of the respective attachments

1. This is an illustrative list of activities and the complete list is available in the activities calendars of the concerned functionaries.
2. The expectation is that all the activities/assessments/reviews/visits given below would be completed during the village/Mandal/division and district attachments and come out in the journal or as reports/others if indicated. It is mandatory to complete all given below and district training would only then be counted as finished.
3. The score for completing a component, given below is five marks and zero for non-completion. The reports, etc. prescribed below would each carry 50 marks.
4. Before any village attachment, read the functionaries common/specific job chart and the activity calendar containing the daily, monthly, seasonal and annual activity calendar of that functionary. These have been updated – ensure that you are aware of the updates, in addition to the one being given to you from the VWS Department. Follow the activity calendar. Record daily in your journal.
5. Read the SOP and user manual of the consistent rhythms and operate the consistent rhythms App.
6. Read the connected feedback-feedforward framework on HCM's follow-up meeting being conducted by the Chief Secretary.
7. Often, the activities often spill onto more than one department/functionary. The important thing is that you should have gained an experience of all the activities given below and written your experiences in the daily journal.
8. For all DBT and non-DBT programmes create nano-logic models in order to analyze them. Understand completeness of DBT systems, such as the way SHGs have been assisted through three linked schemes - Aasara, Cheyutha and Sunna Vaddi.
9. Consistent rhythms ready and working – school maintenance, anemia, public health, AarogyaSri, Hospitals, Sanitation in urban and rural areas (separately), price monitoring, disaster management, revenue Azmaish, paddy procurement, Gorumudda, CAMAPP, Family doctor, anganwadis, SERP and MEPMA, MSMEs and hostels. The SIRD provides training for all. All the OTs should be fully conversant with the SOPs and user manuals and should develop proficiency in operating these Apps.

a. <u>Village Secretary, Panchayats/Revenue/Data entry</u>

- Understand the VWS completely – SOPs of all secretaries, consistent rhythms of all departments and how silos have been broken and how loops closing is done.
- List out the display protocols and review their presence.
- Get to know the Top-4 priority services; Top-10 Services and other-529 services. See their timelines and review what has happened in the past three months.
- Review the introduction of new services – IGRS, CSC, Others.
- Attend Spandana grievances every day at 3:00 p.m. Go to the site for redressal of all grievances and upload in the App. Identify the main departments where grievances come and the main types of grievances. Find out the reasons for frequent grievances –

department-wise and typology of grievances and suggest changes in laws/rules/processes to reduce origin of such grievances.

- Visit all reopened and incorrect reply cases and comment on the version of the people.
- Every day do field visits in the morning.
- Visit houses of beneficiaries of DBT and non-DBT schemes and write on their perceptions.
- Understand and review the Bhima schemes – YSR Bima, YSR Matsyskara Bharosa and YSR Pashu Nakshtaparihara Padhkam – after meeting the recipients.
- Meet all the people who were excluded from schemes and review on the reasons for their exclusions.
- Daily review progress of Gadapa Gadapaku Mana Prabhutvam porgramme.
- Take some beneficiary testimonials, get all Jaganna Thodu completed, review biometric attendance of all functionaries, complete remittance of service charges and OTS amounts, JVD received but fees not paid by mothers, APSEVA service delivery, Aadhar transactions, complete e-shram transactions, draw plans for all landless to be given lands, etc.
- Go and eat gorumudda food frequently. Review child videos.
- Operate all consistent rhythms.
- Look at the way solid waste management is done in the VWS – how much is being treated, is there a plan for treating the rest, suggest improvements to the plan, how to take care of processing all the waste being generated daily immediately.
- Look at the way liquid waste management is done in the VWS - how much is being treated, is there a plan for treating the rest, suggest improvements to the plan, how to take care of processing all the waste being generated daily immediately.

b. <u>Village Secretary, Housing</u>

- Study the status of housing, speed of execution in the past, targets set for completion of various stages and then prepare the week ITT, layout wise, and get approval of Collector
- Understand the phasing of the housing programme, including PMAY (Urban), PMAY (Gramin) and TIDCO.
- Focus on PMAY (Gramin)
- Operate the AWAS SOFT.
- Monitor loans to SHGs.
- Daily operate the EA App.
- Monitor the MNREGA fund release to agencies.
- Ensure that all beneficiaries are given the loan of Rs. 35,000.
- Ensure that the godowns are constructed and operating.
- Monitor the work under critical gap infrastructure and non-OTS critical gap infrastructure. Understand the difference between the two.
- Ensure that electricity and water supply have been dovetailed and work started in a way so as to complete before the completion of houses.
- See the provisions for storm drainage and arches.
- Monitor the timely supply of sand.
- Monitor the performance of the brick units.

c. Village Secretary, Survey/Revenue

- Study all the laws/rules and instructions issued (e.g. S&B Act). Pay special attention to change made in the past four months.
- Study the old records, RSR, FMB, etc.
- Understand ORIs – assurance and verification.
- Do GT, GV on the field daily.
- Drive a rover and observe operation of a drone.
- Issue all notifications ((e.g. 9(2)).
- Examine intractable cases – Saida Bainama, Inam cases, joint pattadar cases, etc. Suggest ways to resolve these cases in a pragmatic way.
- Dispose of appeals.
- Complete all pending mutations - Issue Form 8 notifications for all changes identified at PoLR, 6A, draft RoR and on other occasions.
- Get to know all registers – prepare registers.
- Issue section 13 notification.
- Publish final RoR.
- Study the processes and suggest changes as well as in the digital records (webland).
- Study the patras.
- Open registration offices – how to improve processes to provide faceless and more transparent services.
- Prepare final deliverables – VLR, VKR and LPM register, individual records (JBHPs and LP maps) and delivery of land related services through GSWS.
- Understand how rations are distributed to households.
- Go on a van to distribute rations for one day to households. Talk to beneficiaries and suggest ways to create better transport routes and other process changes to make the system more efficient and effective.
- Tell if the village registrar office is functioning and has made registration more easier and available to the village people.

d. Village Secretary, Agriculture/Horticulture/Fisheries/Sericulture

- Understand the structure and role of RBK, CHC and all State Government schemes/programmes/activities. Give constructive suggestions on the structure and their functioning in the daily journals.
- Get to know the role of RBK in agriculture and allied sectors – assurance centre, on-stop-SOP for all needs of farmers, kiosk, internet facility, knowledge centre, four verticals and activities in RBKs (e.g., Polambadi, technical sessions live streaming), market intelligence, crop intelligence.
- Work in the four verticals – supply of quality inputs, service in RBKs, Capacity building & knowledge dissemination and RBK as procurement centre.
- Understand and do e-crop booking.
- Participate in the activities of the Agri- Advisory Board.
- Assess the effectiveness of YSR Yantra Seva Kendram and CHCs.
- Develop a plan for drone CHS and organic farming/natural farming CHC.

- Prepare a paper on crop diversification, keeping in view the Millet Policy.
- Understand the soil doctor idea and practice. Prepare a plan of action for its implementation – crop planning, suitable crop recommendation, budgeting, water /urea/other budgeting,
- Visit all sites where various agriculture missions are being implemented – SREP in ATMA, AIF, Bamboo mission, National Mission on Edible oils- Oil Palm, Millet policy, YSR Yantra Seva Pathakam, and all other missions/programmes in agriculture and allied sectors.
- Study in detail the integration of RBK with PACS and how credit is being given to farmers.
- Visit a YSR Agri testing lab.
- Study in detail procurement of paddy and do full range of activities of procurement. Suggest improvements based on your ground experience.
- Understand and use the CMAPP and consistent rhythms.
- Study the report of the Committee of Secretaries and identify the challenges of agriculture in the VWS, how to transform agriculture in the VWS using technology, etc.
- Write on how to develop climate resistance agriculture in the VWS – inter-cropping, multiple cropping, crop rotation, etc.
- Study impact assessment done by ANGRAU scientists and get to know the practice of learning by doing.
- Do a plan for sustainable agriculture.
- Understand the AIF and the projects under it in agriculture and allied sectors. Visit all the AIF works in your areas. Study the Feedforward of HCM's meetings and assess how many actions given in the Feedforward have been implemented.
- Get to know all the programmes in sericulture and fisheries and assess their performance. Suggest some ways to improve them.
- Visit fishing harbors, landing platforms, pre-processing and processing centres, hubs and spokes.
- Assess the working of hubs and spokes and suggest ways to improve them.
- Understand the way AMUL is entering the milk sector.
- See the way milk procurement system is done and visit a few BMCU and AMCUs

e. <u>Village Secretary, Animal Husbandry</u>

- Understand the services rendered through the RBKSs: (1) Preventive health care – activities and strategy, (2) Curative health care – activities and strategy, (3) Breeding and nutritional care – activities and strategy
- Pahsu Samrakshak App – learn about it and operate it.
- Study the impact of the RBKs and suggest measures for improvement in doorstep delivery of services.
- Analyze the perceptions of users of the YSR Sanchara Pasu Arogya Seva.
- Study the usage of YSR Cheyutha DBT and PKCC by talking to beneficiaries. Are forward and backward linkages established?
- Do a concurrent review of the AP Poultry Development Policy and suggest if any improvements are required.
- Get to know how AP Animal Feed Act is being implemented on ground.

- Get to know the DR. YSR Pasu Nashta Parihara Pathakam and review its current status. Would the YSR Pasu Bhima Padhakam serve the gaps in the Pasu Nashta scheme? Give reasons.
- Visit Pashu Aushadi Kendras.
- Visit P-Mart and comment on its current working.

f. Village Secretary, Welfare

- Do all the activities listed in the App user manual and SOP.
- Understand how pensions are given by VWS. Talk to some beneficiaries and locate gaps if any in the process.
- Go and give pensions on first of one month.
- Operate the consistent rhythms for school maintenance and using the SMF/TMF to close the loop.
- Eat Gorumudda food for several days in multiple schools.
- Eat food in hostels, residential schools, etc.
- Give feedback on quality of food. Suggest improvements.
- See the academics of children in hostels, etc. and suggest changes.
- Visit SHGs and understand how they are transiting from loaning to entrepreneurship – operate the App developed as part of consistent rhythms.
- Visit schools and see the way inspections are done. Suggest some ways to improve the process.

g. Village Health Secretary, Family doctor/Sub-centre head/ANM/Asha worker

- Understand the role of each functionary (SOP) and their reporting systems.
- Get to know the Covid-19 response and suggest ways to improvement in future.
- Operate the consistent rhythms- anemia, family doctor, hospitals, Beyond Covid-19 and others. Suggest ways to improve the SOPs and user manuals.
- Identify the components of NHM and visit all the activities. Comment on the way they are being implemented and ways to improve.
- Get to know the AarogyaSri and Aarogya Aasra. Operate the consistent rhythm App. Visit all the parts in the flow chart – from taking a patient to a hospital up to the video-bite feedback.
- Understand the way virtual accounts operate. Are they working in the way HCM has conceived them work? Give reasons. Are confirmation and consent letters being issued – meet beneficiaries.
- Talk to some patients who have availed AarogyaSri services and compute the OOPE by them. How does compare to All-India number.
- Do a SROI of AarogyaSri.
- Get to know tele-medicine. How extensive is its use in the VWS? Has it reduced OOPE and patient satisfaction? How to improve it.
- Study other way other National programmes – TB control, AIDS, Anemia mukt bharat, etc – are being operated. Tell on how to improve on their implementation.
- Identify the usage of XV FC Grants usage in VWS. Visit all the locations.

- In the VWS visit all cases of anemia, malnourished women and children and stunting cases. Talk to them. Develop a strategy for their individual development in consultation with the family doctor/ ANM and do a tele-consultation with a nutrition specialist.
- See how water is tested. Is follow-up action adequate.
- Visit the food testing labs and understand the way food testing is done. Suggest some ways to improve the processes and make it faceless.

h. Village Secretary, Energy

- Visit complete housing colonies/nearing completion housing colonies and see the way electrification has been done.
- Understand the Jal Kal programme and visit a few sites
- Get to know the SOP and the way electricity is distributed, smart meter installation, separation of grids, etc.

i. Village Secretary, Amenities/Engineering

- Read the SOP and perform all the roles listed out.
- Visit all Nadu-Nedu Works – health and education.
- Visit building under construction - digital library work under progress/completed, health sub-centre, school, RBK and VWS.
- See how follow up action is taken on results of water testing.
- Go and organize the repairs in schools and hostels according to ticket raised in the consistent Apps. Make entries in the consistent Apps.
- See how m-books are recorded- record a few on-site m-books.
- Follow the inspection schedule of the consistent Apps.

The above village and ward secretariat visits may be done separately or done as part of attachment with each department during the course of district training.

Annexure 4: Distribution of Marks for various assignments. (LBSNAA and APHRDI)

1. AP Darshan: Note of 5000 words on comparison between what was taught and what is seen in field covering all the mentioned areas below- 150 Marks

S.No	District	Assignment
1	Nandyal	Management of Tiger Reserve
2	Anantapuramu	1. Jeedipalli Reservoir. 2. Handri-Neeva Sujala Sravanthi project. 3. Dryland Horiculture Project
3	Sri Satya sai	1.Puttaparthi 2.KIA Motors 3.Lepakshi 4. Nimmalakunta Leather puppetry Center
4	YSR Kadapa	1.Gandikota Reservoir 2.Ontimitta Temple
5	Tirupati	1.Tirumala Temple Darshan 2. Electronic Manufacturing Clusters 3.Sri City
6	SPSR Nellore	Krishna Patnam Port
7	Eluru	1. Polavaram Project 2. Pattiseema 3.Tribal attachment (ITDA)
8	Kakinada	ONGC/Reliance offshore/onshore drilling sites
9	Anakapalli	1.Pharmacity 2. NTPC Simhadri
10	Srikakulam	1.Vamshadara-Project 2. Uddanam Project
11	Visakhapatnam	1.MedTech-Zone 2. Vishakhapatnam Port Trust

2.Assignments/ Journals: 1100 Marks

Attachment		Assignment	Marks
District Collector	A1	Write 1000 words whether the flat Collectorate structure has led to change in speedier disposals.	30
	A2	Prepare logic models of one Flagship programmes of the Government, which would be used for impact assessment as well as the AarogyaSri for use in SROI.	30
	A3	Understand and prepare the ITT for Collector for all flagship programmes for Collector every week.	30
	A4	Write minutes of meetings held by Collector and at least three DO letters, three orders for Collector and Joint Collector separately.	30
	A5	Attend at least one Divisional review meeting and write minutes.	30
	A6	Work as Superintendent of each section in Collectorate for one full day and process all files in e-office. Take out the summary of work done from e-office.	30
	A7	Attend Thursday virtual meetings of CS and other state level meetings – wire take aways for Collector.	30
Municipal corporation	A8	Work as ward secretary for revenue (2-days), planning (2-days), works (2-days), public health (3-days), housing (1-day). Write a journal on what competencies you have acquired. Enter information in consistent rhythms – sanitation, building inspector, works, revenue, housing, etc.	20x5 =100
	A9	Write on the effectiveness of the Ward Secretariat in bringing Government close to people in 1000 words.	30
	A10	Attend on council meeting, standing committee meeting and other meetings of the commissioner - write minutes in all these meetings.	30
	A11	Understand the entire solid waste management chain and suggest ways of ensuring complete end-to-end management of solid and liquid waste in 1000 words.	30
Attachment with water, RWS, PR&RD, R&B, Housing, electricity, and other engineering	A12	Write 1000 words on how Nadu-Nedu is being implemented in these departments.	30
	A13	Write 1000 words on the challenges being faced by	30

Attachment		Assignment	Marks
departments		these departments post-district bifurcation in terms of structure and human resources and the way forward	
	A14	Attend one ZP and Standing Committee meeting and write minutes	30
	A15	Write 1000 words on the ways to improve the SOP of the Panchayat Secretary.	30
Attachment with Medical/Education/Agriculture/Skills/ODOP/Women & Child Departments	A16	Write a daily Journal indicating what competencies you have developed from the ones given in Annexure 1, operate consistent rhythms, look at progress on 40 odd SDG indicators. For e.g., meet anemic women and girls – examine their progress.	9x20 =180
	A17	Write 500 words each on the ODOP – handloom/handicraft and processed food product of the district.	30
Attachment with district e-gov - social inclusion, financial inclusion, good governance, Ease of Living	A18	For one week identify the weak VWS on SDG indicators (40 odd), visit all the VWS and make a plan of action to improve these indicators during FY.	30
	A19	For one week identify VWS where services are overshooting timelines given in SLAs. Do a root cause analysis to find out the reasons and suggest measures to prevent the overshoot.	30
Attachment with Police, District Forest Officer, Tribal Welfare Officer, Land and Survey Management, Revenue Department	A20	Understand with the SP – interconnections with Collector – preventive sections, PD Act, externment law, etc. Write one letter to Collector to impose 144 Cr. P.C; one letter for PD.	30
	A21	At the SHO level get to know the registers being maintained by the police stations. Write one letter to MRO to bind over under sections 107-110 Cr. P.C.	30
	A22	Identify ways to improve the survey process/SOP in 1000 words.	30
Independent charge	A23	VRO – Four weeks – stay in VWS - As Revenue Secretary to perform all the functions, including Azmaish, issue of certificates, etc. Suggest ways to reduce grievances in 1000 words.	30
	A24	Visit households getting DBT – find out what are the households using the DBT for and write a paper in 4000 words.	100

Attachment		Assignment	Marks
	A25	Write a daily journal on what you have done, learnings and gain in competencies identified in Annexure 1 and possibilities of process improvements.	100
GRAND TOTAL			1110

3. Tests by HODs conducted during the induction program at APHRD: 250 Marks

S.No	Department	Marks
1	CCLA	50
2	Education	40
3	Health	40
4	Agriculture	40
5	PR&RD	40
6	MAUD	40
GRAND TOTAL		250

PART - III

5. STATE ATTACHMENT

Week – 51,52 & 53

S.No	Time	Speaker / Activity details	Topic	Sub-Topic	Expected Outcome
Week 51; Day 1					
1	9:30 – 11:30 11:45 – 13:30 14:00 – 17:30 (Flipped Classroom)	Group of OTs make a presentation on the Topic / Sub-topic followed by class discussion. Faculty from ISTM would moderate.	AP Government Business Rules & Secretariat Instructions	1. Allocation and Disposal of Business (group of 2/3 OTs). 2. Department Disposal of Business (group of 2/3 OTs). 3. Secretariat Instruction – General (group of 2/3 OTs). 4. Secretariat Instructions – Proposals for Legislature (group of 2/3 OTs). 5. Secretariat Instructions – Miscellaneous (group of 2/3 OTs). 6. Secretariat Instructions – Appendices (group of 2/3 OTs). 7. Cabinet Handling – (group of 2/3 OTs).	
Week 51; Day 2					
2	Full Day		Attachment with GAD	Each OT shall prepare a Cabinet Note of a Dept. and gets it scored by the concerned Secretary (Individual)	
Week 51; Day 3 to 6 and Week 52; Day 1					
3	Full Day		Attachment with GAD	Work as a S.O. and write file note	

S.No	Time	Speaker / Activity details	Topic	Sub-Topic	Expected Outcome
			and other Departments	in two files for 5 days. A variety of files should be processed, including Circulation Notes, DO letters to GOI, para-wise remarks, etc. Prepare para-wise remarks for a case as well as a contempt case (Individually).	
Week 52; Day 2 to 6					
4	Full Day		Attachment with Finance Department, including one day with AG (C&AG).	Work as a S.O. and write file note in two files for 5 days in Finance Department. A variety of files should be processed (Individually).	
Week 53; Day 1 to 3					
5	Full Day		Attachment with Law Department	1. Work as a S.O. and write file note in two files for 3 days in Law Dept. A variety of files should be processed (Individually). 2. Prepare one draft Legislature in Law Dept and one para-wise remarks prepared earlier to be converted to fare counter.	
Week 53; Day 4 to 5					
6	Full Day		Attachment with AG	Two-day attachment with AG and GPs in APHC. From AG learn and list out common pitfalls in preparing Government orders as well as common reasons for contempt cases. Each OT to again prepare	

S.No	Time	Speaker / Activity details	Topic	Sub-Topic	Expected Outcome
				fare for counter and para-wise remarks (Individually)	
Week 53; Day 5					
7	Full Day		Attachment with Office of HE Governor	One day attachment with Spl CS to H E Governor.	
Week 53; Day 6					
8	Full Day		Attachment with CS	One day shadow CS.	

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